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Effective governance, policymaking and planning for sustainable urbanization

Report of the Secretary-General

Summary

In its resolution 61/16, the General Assembly decided that the Economic and Social Council should hold a thematic discussion during its substantive session and that it should continue to promote global dialogue by holding a discussion on a theme from the economic, social and related fields to be decided by the Council and informed by a report of the Secretary-General. Pursuant to that mandate, the Council decided that the focus of the thematic discussion for 2014 should be "Effective governance, policymaking and planning for sustainable urbanization". The theme addresses the increasing contribution made by urban management to sustainable urbanization. The thematic discussion, which will take place during the integration segment, will be guided by the present report.

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I. Introduction

1. As urban areas are home to a growing majority of the global population, cities in diverse regional and political contexts have become hubs for ideas, commerce, culture, science, innovation, productivity, social development and much more. At their best, large cities and urban areas have provided unprecedented access to opportunities and services and enabled people to advance socially and economically.

2. Many cities are already struggling to meet the development needs of the world's growing urban population, which is expected to reach 6.25 billion in 2050.[1] Of that total, 73 per cent is expected to reside in developing regions in Africa and Asia.[2] Cities face challenges in terms of providing adequate social services, job opportunities and security without straining the urban infrastructure and imposing unsustainable demands on local and global natural resources and systems. Common urban challenges include congestion, pollution, access to energy, provision of basic services, adequate housing, infrastructure maintenance, crime and security, environmental degradation and natural disasters.

3. Policy, planning and management approaches that can effectively deal with the conflicts and contradictions of modern urban living are critical to addressing these challenges in ways that allow cities to continue to thrive and grow sustainably, enhance citizen security and promote resilience to environmental and other disasters. Efforts should be made to help maximize the socioeconomic benefits of contemporary urbanization processes and reduce the threats that such processes pose to sustainable development. Doing so will be even more critical in the light of pressing urbanization trends.

4. While current models have made some headway in this regard, issues of fragmented decision-making, conflicting policy targets and insufficient coordination among city stakeholders continue to present obstacles to a more effective and sustainable management of rapidly changing urban areas.

5. Urban governance and management systems that can efficiently manage these new territorial realities will need to address such issues while taking into account the specific and diverse sustainability challenges faced by cities at different stages of development.

6. The present report explores the role of urban governance, policies and planning tools in addressing urban challenges. It presents some models and approaches that have been among the most successful in promoting a balanced and integrated approach to the management of economic, social and environmental dimensions of urban living. The report also contains an analysis of the efficacy of these approaches in enhancing policy coordination among different tiers of government in order to address competing policy objectives and increase synergies between strategies at the local and national levels. Finally, recommendations are provided for future governance frameworks for sustainable cities, with a focus on specific future requirements for urban planning and governance.

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[1] *World Economic and Social Survey 2013* (United Nations publication, Sales No. E.13.II.C.1).

[2] United Nations, *World Urbanization Prospects: The 2014 Revision* (forthcoming).

II. Assessing governance, planning and management instruments for promoting urban sustainability

7. The concept of governance recognizes that power exists inside and outside the formal authority and institutions of government and that decisions are made on the basis of complex relationships between many actors with different priorities. The United Nations Human Settlements Programme (UN-Habitat) defines urban governance as follows:

> Urban governance is the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens.[3]

8. The concept of urban governance has emerged in response to the increasing complexity and diversity of issues posed by rapid urban growth, whose scope and impacts can no longer be addressed by municipal governments alone. Rapid urban growth, together with accelerating globalization trends, has brought about profound changes to the urban environment and its dynamics. Changes have occurred to the very role, spatial identity and impact of cities, which now go beyond their territorial boundaries and beyond the responsibilities and capacities of local governments. Managing urban growth has thus increased both in scope and complexity, posing important challenges to urban sustainability.

9. The terms "urban sustainability" and "sustainable cities" are used to refer to cities and urban areas that have been able to integrate social and economic development with environmental management and urban governance.[1,4] The term "sustainable urbanization" is used to define a dynamic process aimed at achieving these sustainability conditions for present and future generations by addressing environmental, economic, social and governance concerns.[5,6] As the urbanization process evolves, urban policymakers and planners, especially in developing countries, are increasingly confronted with challenges encompassing demographic, socioeconomic, environmental and institutional dimensions.

10. The speed and sheer scale of urban transformation presents formidable challenges, especially for developing countries. Rapid urban growth in the developing world is seriously outstripping the capacity of most cities to provide adequate public services, jobs and environmental protection to its citizens. Available data suggest that in a large number of the world's poorest countries, the proportion of urban poor is increasing faster than the overall rate of urban population growth. An estimated 72 per cent of the urban population of Africa now lives in slums. That proportion is 43 per cent for Asia and the Pacific, 32 per cent for Latin America and

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[3] UN-Habitat, "The Global Campaign on Urban Governance: concept paper", 2nd ed. (Nairobi, 2002).

[4] UN-Habitat and Department for International Development of the United Kingdom of Great Britain and Northern Ireland, "Sustainable urbanization: achieving Agenda 21" (Nairobi, 2002).

[5] Manoj Roy, "Planning for sustainable urbanization in fast growing cities: mitigation and adaptation issues addressed in Dhaka, Bangladesh", *Habitat International*, Vol. 33, No. 3 (2009), pp. 276-286.

[6] Li-Yin Shen and others, "The application of urban sustainability indicators: a comparison between various practices", *Habitat International*, Vol. 35, No. 1 (2011), pp. 17-29.

30 per cent for the Middle East and North Africa.[7] Yet, each year cities attract new migrants who, together with the increasing native population, expand the number of squatter settlements and shanty towns, exacerbating the problems of urban congestion and sprawl and hampering local authorities' attempts to improve basic infrastructure and deliver essential services. This problem is even more severe in parts of the world where cities have been growing without a concomitant expansion of economic activity.

11. Because the bulk of economic activity is centred in cities, urban residents are also more exposed to both the benefits and risks of globalization, such as the instability of financial and labour markets. Globalization and economic transformation have affected urban settlements in various ways. Particularly significant has been the impact on the urban labour market, which has seen a growing polarization of occupational and income structures and hence increased income inequality caused by growth in the service sector and decline in manufacturing. Local authorities are increasingly faced with a diverse and fragmented social fabric, the components of which have varied expectations and interests, as well as a changing balance of power and networks that favour investors as cities become more market-driven and better integrated into the national and global economy.

12. Current patterns of production and consumption also pose considerable risks to natural resources in and around cities, as well as to health, for example by increasing pollution, congestion and unsafe living conditions. Cities contribute to more than half of the world's total greenhouse gas emissions, largely because of their concentrated industrial production and construction activities and because of their high dependence on fossil fuels for energy. Moreover, cities are often highly vulnerable to natural and other disasters owing to the inadequate physical conditions of buildings and infrastructure, the high concentration of people and the lack of institutional capacities to mitigate and prevent disasters.

13. Urban policymakers and planners are also increasingly confronted with new spatial forms and processes of human settlements, the drivers of which often lie outside the control of local government. Socio-spatial change seems to have taken place primarily in the direction of fragmentation, separation and specialization of functions and uses within cities, with labour market polarization and inequality reflected in growing differences between wealthier and poorer areas in both developed and developing countries. In many poorer cities, spatial forms are largely driven by the efforts of low-income households to secure land that is affordable and in a location close to employment and other livelihood sources. This process is leading to entirely new urban forms, as the countryside itself begins to urbanize. The bulk of urban growth in developing countries is, in fact, now taking place in unplanned, peri-urban areas, as poor urban dwellers look for a foothold in the cities and towns, where land is more easily available, where they can escape the costs and threats of urban land regulations and where there is a possibility of combining urban and rural livelihoods.

14. Finding a balance between all these dimensions and challenges puts considerable pressure on the administrative, organizational and financial capacities of local authorities, especially in small and medium-sized cities in developing

[7] Barney Cohen, "Urbanization in developing countries: current trends, future projections and key challenges for sustainability", *Technology in Society*, Vol., 28, Nos. 1-2 (January-April 2006), pp. 63-80.

countries that often lack the necessary capacities to deal with this complexity. In most countries, one of the most difficult challenges is cooperation among different tiers of government and across sectors, particularly at the local (urban) level, to ensure policy coherence. Active cooperation among entities operating in various disciplines and among stakeholders is required, as are policy and planning dimensions that include land use, transportation, local economic development, environmental justice and urban design.[5]

15. Governments around the world have implemented a wide variety of initiatives and solutions, often in partnership with other stakeholders, to tackle these issues and find viable solutions. Current experiences, including local Agenda 21, while showing some success in addressing critical social and environmental areas, also highlight a number of structural barriers to more effective and sustainable urban management. Among the most critical of these barriers are the limited integration of approaches, institutions and actors in the development and environmental fields; political and institutional context and decision-making processes that do not facilitate horizontal and vertical cooperation and integration between different tiers of government to reconcile competing policy objectives and devise effective sustainable development interventions; and the limited roles, capacities and resources for local authorities and their partners to create more sustainable patterns of urban development.

16. For urban governance models and planning tools to be effective, it will be necessary to recognize the complexity and scope of current urban transformation and to translate such knowledge into innovative strategies, procedures and instruments to mobilize, manage and coordinate the efforts, capacities and resources of a wide range of urban stakeholders and actors to promote sustainable urbanization.

III. Emerging models for sustainable urbanization

17. Cities and urban areas around the world have been experimenting with a variety of governance models and planning tools to drive changing urban dynamics and build more sustainable cities. The adoption of a specific governance model is generally the outcome of negotiations between multiple urban actors to resolve conflicts and reconcile diverging interests and objectives. Thus, different governance models reflect different solutions to a given city's unique political, economic, social and geographical circumstances and priorities. While there is no clear taxonomy of urban governance models, from current city experiences a few categories are emerging that emphasize different relations between public institutions and between those institutions and non-State actors in the planning and management of urban areas.

Mayor-city council models

18. At the core of mayor-city council models[8] is the public influence on urban development and the perception of the city as a collective identity, administratively

[8] Iván Tosics, "Governance challenges and models for the cities of tomorrow", issue paper prepared for the European Commission (January 2011). Available from http://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/citiesoftomorrow/citiesoftomorrow_governance.pdf.

defined. The local government has a strong command on the social, economic and spatial development of the city. Governance systems following these models tend to have strong local leadership, generally a statutory governing body of directly elected representatives, including the leader. These are empowered with legislative authority to levy and collect taxes, manage financial resources and provide a variety of services to citizens. A key characteristic of these models is that the leader, most often a mayor, enjoys a high degree of legitimacy, owing to the elected nature of the office. The leader thus has the authority and capacity to effectively manage and change the very nature of the city. This is the case in many cities and city States worldwide, such as London and Singapore, where local governments have legal control over land use and social and spatial urban development and have been able to implement far-reaching measures and reforms. In Singapore, the highly centralized public sector has allowed the city State to forge ahead with the use of innovative urban planning and technological and governance approaches to build efficient and sustainable infrastructure.

Inter-municipal or regional models

19. Inter-municipal or regional models[9] are intended to manage a territorial reality that is much larger than the administrative city, as in the case of large and evolving metropolitan areas and capital cities. It can be structured around forms of voluntary or mandatory collaboration between local authorities, such as city councils or regional boards, that interact with the city government on issues of interest to their constituencies. The purpose of these governing structures is to provide flexible cooperation and decision-making mechanisms to manage spatial and socioeconomic planning and public service delivery across the city-region. Some deal with multiple issues — ranging from land use, housing and development planning to social services, technical services and infrastructure — and involve multiple stakeholders — including municipalities, counties, special districts, school districts and soil and water conservation districts. The city-region of Amsterdam, for example, is a voluntary ad hoc partnership of mayors and aldermen that works with all three levels of government in the Amsterdam region of The Netherlands. The partnership involves 16 municipalities working together in the spheres of social development, traffic and transport, economic affairs, housing and youth welfare, focusing on direct results for participating municipalities in the form of improvements to the quality of life, accessibility and economic development.

20. Some versions of these models also provide for the participation of local communities, non-governmental organizations and the private sector to monitor and give feedback on public service delivery in their specific area. For example, in Mexico City political and administrative districts (*delegaciones*) are involved in the implementation of "Plan Verde", a 15-year plan aimed at improving urban living standards without damaging local natural resources through land conservation, the enhancing of habitability and public spaces, water, transportation, clean air, waste management and the reduction of greenhouse gasses. The involvement of political and administrative districts means that citizens can participate in monitoring the implementation of the plan in their areas.

[9] City-Region Studies Centre, "Regional governance models: an exploration of structures and critical practices" (University of Alberta, Canada, October 2007). Available from www.municipalaffairs.alberta.ca/documents/Regional_Governance_Models_An_exploration_of_structures.pdf.

Centralized models

21. In centralized models, the responsibility for urban development is centralized and implemented through a hierarchical system of governance. Countries, especially in emerging economies, have relied on centralized models of urban governance to implement their national strategies for economic transformation, as in the case of the New Economic Policy in Malaysia in the 1970s and 1980s. Under these models, the national Government plays a central role in urban management and planning. Urban governance is an integral part of the national development strategy and often includes building the capabilities of local governments nationwide to ensure efficient urban governance delivery. This approach often focuses on inclusive partnerships between the private and the public sectors, as well as civil society, to achieve national development objectives and promote joint accountability for efficient urban governance delivery systems.

22. Centralized urban governance models are characterized by different degrees of devolution of powers to local authorities for urban management. In one analysis of devolution processes in Brazil, China, India, Mexico and the United States of America, and countries of the European Union, it was found that although national Governments would prefer to devolve authority to their regional or state governments with as few accompanying resources as possible, the subnational government would prefer the opposite, suggesting that the balance of power between these two extremes depends on the relative legitimacy of the two tiers of government, which is likely to affect their overall effectiveness in addressing urban affairs.[10]

Laissez-faire models

23. Laissez-faire models promote minimal State intervention in city planning and management and the delegation of a leadership role in urban development and land use to market forces. These models came to the fore during the 1980s and 1990s, when regulation and planning fell from grace, especially regarding land use. A key characteristic of these models is the deregulation of the housing and urban land markets with different implications for urban growth and land prices, depending on the degree of land deregulation and accompanying policies to address their social and environmental impacts. For example, in 1979 the Government of Chile started implementing deregulation policies that resulted in the virtual elimination of urban growth boundaries, which in turn changed the morphology and structure of Chilean cities. Those policies were accompanied by urban policies that explicitly aimed to improve access to housing for the poor, while the State maintained the planning authority to designate sensitive areas for environmental protection. Some argue that the spatial segregation impacts of such policies have imposed a high toll on society by indirectly lowering the quality of life, impeding access to jobs and aggravating social alienation. Common issues associated with land deregulation policies have been urban sprawl, increasing traffic congestion, air pollution and the formation of ill-equipped, socially and economically segregated low-income neighbourhoods, which can become a breeding ground for social problems such as drug addiction, juvenile delinquency, youth apathy and alienation.

[10] Andreas Rodriguez-Pose and Nicholas Gill, "The global trend towards devolution and its implications", *Environment and Planning C: Government and Policy*, Vol. 21, No. 3 (2003), pp. 333-351.

24. The debate on laissez-faire models, however, remains polarized between those who believe that the aforementioned problems emerge and persist because land markets have never been sufficiently deregulated and those who believe that liberalization has gone too far in its market-based approach, leaving many problems unsolved — including with regard to the increase in land prices; the quality and durability of housing; the conditions under which land is serviced; social problems associated with urban poverty; and problems of efficiency and equity derived from the growth patterns of cities, such as the mismatch between areas where services are provided and the locations chosen for private developments.

Participatory models

25. Participatory models imply a municipal decision-making process that is characterized by participation, responsiveness, transparency and accountability. They rely on governance systems based on formal and informal civic involvement to define urban priorities and strategies, drawing on the resources, experiences and capacities of various actors to complement the capacity of the municipality. This approach is intended to promote strategies that are based on a city's specific capacities and pressing challenges and to ensure sound resource allocation, management and accountability. In Brazil, for example, federal law requires the formulation of a "participative master plan" highlighting the urban strategy and policies of all cities with more than 20,000 inhabitants, as a precondition for receiving federal funds. The plan is elaborated on the basis of public inquiries into the city's present conditions and development prospects and of consultations with local groups on thematic and territorial issues. The outcome of the consultations forms the basis of the city's proposed urban master plan, which is submitted for approval by the legislative authority of the municipality. In Mexico City a similar approach has been adopted for the implementation of several lines of action of the city's 15-year plan for sustainable development (see para. 20 above). For the implementation of the plan, several intersectoral ministries of the local government were involved in the formulation of strategies and goals and more than 13 organs of the public administration were involved in the delivery of the plan's goals through 16 political and administrative districts of the city. The plan includes specific provisions on citizens' involvement in the surveillance of water leaks, the creation of green spaces on building rooftops, the sorting of garbage and the use of public transportation and solar heaters.

Integrated models

26. Integration can be both horizontal, between policy sectors (different departments), and vertical, between different tiers of government, as well as go beyond administrative boundaries, between city administration and civil society. It is intended to promote synergies and win-win solutions between sectors, thus maximizing effectiveness in terms of policy and service delivery. The implementation of integrated models requires new governance structures that reflect a hierarchy of approaches for cooperation, coordination and policy coherence. A few cities have adopted some elements of such models. The city of Berlin, for example, introduced an integrated approach to urban development policy, involving actors and stakeholders of all kinds, as early as the end of the 1990s. The so-called "socially integrative city" (*Soziale Stadt*) programme was implemented in order to improve living and housing conditions, and also to support the economic basis of

Berlin's districts. The strategy involves cross-departmental cooperation and an integrated action plan for setting up new structures in directing neighbourhood management operations. The concept of "neighbourhood management" (*Quartiersmanagement*) enables cooperation between all relevant actors and stakeholders, thus extending the scope of local policies.

27. So far, integrated approaches have been applied to infrastructure and facilities for public transport, health care, renewable energy, education, housing, green areas, waste and recycling. The Brazilian city of Curitiba, for example, applied an integrated approach to the sustainable management of solid waste that was implemented through a series of programmes integrating environmental improvement with social inclusion. Integrated urban policies and planning tools to achieve urban sustainability are also being applied within sectors such as public transport, housing and green areas. The integration and coordination of different infrastructures and modes of public transportation can indeed save travel time and reduce congestion and carbon emissions. The designation and protection of green belts can help reduce carbon emissions and support urban agriculture; in turn, this can provide employment to local farmers, bring fresh produce to urban residents and stabilize food prices by reducing the cost of transportation and packaging. Success in applying these measures has been reported in cities like Freiburg (Germany), Copenhagen, Paris, Bangkok, Singapore and Mexico City.

IV. Lessons learned from the implementation of different urban governance models to address sustainability challenges

28. The UN-Habitat global campaign on good urban governance has focused on seven principles, namely: sustainability, subsidiarity, equity, efficiency, transparency and accountability, civic engagement and citizenship, and security. Good governance is critical to managing cities of all sizes and at all stages of development, no matter the geographical or political context. But while the concept of good governance applies to all types of cities, there is no universal template for its implementation. What is good governance is determined by each city's specific circumstances, complexities, priorities and values. A variety of urban governance models and planning tools has emerged around the world to deal with the challenges of rapid urban transformation; they have had different degrees of success in terms of urban sustainability.

29. Regardless of the specific characteristics and nature of urban governance models, a number of lessons can be drawn from current experiences regarding the features of a future governance framework for sustainable cities. These experiences seem to point to the following key enablers for effective, sustainable urban management: strong leadership of local authorities; broad-based participatory mechanisms and processes for civic engagement; strong public-private partnerships; and, most importantly, alignment of national and local government policy objectives and interventions.

Leadership of local authorities

30. Local authorities, as the main agencies responsible for urban management, have a key role to play in bringing together urban leaders and facilitating the emergence of a vision for urban sustainability. They can also facilitate the use of innovative management and administration systems and practices, including by promoting the use of technology to reduce costs and increase efficiency in all aspects of urban planning, development and management. Urban governance models and planning tools inspired by strong local leadership have been most successful in promoting urban sustainability when local authorities have done the following: (a) undertaken broad-based consultations with government departments, stakeholders and communities involved in urban management to build a strategic vision focused on the well-being of all citizens; (b) engaged in consultative processes such as environmental planning and management geared to reach agreement on acceptable levels of resource use and needs; (c) promoted inclusiveness by ensuring more equitable access to decision-making processes, resources and basic services; (d) created fair and predictable regulatory frameworks that address the aspirations and interests of all community groups; (e) acted as honest brokers for the benefit of all citizens; (f) ensured private sector accountability towards common urban objectives that address the interests of all groups; (g) promoted transparent and effective decision-making and delivery systems to guarantee the rights of all individuals; (h) ensured financial viability through the participation of all citizens in the economic life of the city; and (i) assumed the role of innovators, communicators and trendsetters to steer urban management towards a sustainable path.

Participatory mechanisms and processes for civic engagement

31. Addressing economic, social and environmental challenges and finding effective, sustainable and financially sound solutions requires the involvement and contribution of all urban actors. Citizens are both stakeholders and the principal wealth of cities. They are the beneficiaries and the means to achieve sustainable solutions. Citizen engagement in decision-making processes is critical to tap into the capacity and resources of urban communities to promote effective solutions to urban challenges. Urban governance models and planning tools have been most effective and sustainable when they have relied on inclusive decision-making processes to formulate strategies and policies.

32. Inclusive and participatory consultations can promote a greater sense of ownership and commitment by a diverse group of urban actors. They can also lead to better integration of the social, economic and environmental protection perspectives and thus harness synergies and efficiencies among public transportation, energy consumption, biodiversity and human health, among others, to generate better complementarities and results. They can encourage local authorities to be more transparent and accountable towards their citizens, particularly with respect to participatory budgeting, transparent tendering and procurement, and public feedback mechanisms such as ombudsman services.

Public-private partnerships

33. Local authorities face mounting pressures to create employment and provide affordable housing, adequate infrastructure, public services and environmental

protection measures to ensure urban sustainability. Building sustainable cities requires major investments in safe water and electricity delivery systems, reliable, affordable and clean transportation, and improved waste and recycle systems. The role of private investment is essential to ensure adequate investment in infrastructure and services, create jobs, increase efficiency and promote overall economic competitiveness. Private sector objectives and incentives, however, are not always aligned with broad sustainability goals.

34. A strong public-private partnership is critical for ensuring that the private sector invests in priority areas that address the pressing challenges of cities, as determined by each specific socioeconomic context. Urban governance models that have been most effective in engaging the private sector to achieve urban sustainability have been able to connect relevant public and private actors through various coordination mechanisms, including self-organizing networks. Updated urban administration and management legislation has been used to promote consultative processes involving the private sector in sustainable investment planning and management programmes. This has helped channel private resources into urban investments.

Alignment of national and local government objectives

35. National sustainable development plans should be able to harness local resources and support institutional building and development objectives by directing investments to priority needs. This requires policy coherence between different tiers of government, as well as adequate resource allocation and capacity and institutional development at the municipal level to implement national urban policies. Urban governance models that have been most effective in this regard have relied on clear constitutional frameworks for assigning responsibilities between local, provincial, municipal and national levels. Transparent and predictable intergovernmental fiscal transfers and central government support for the development of administrative, technical and managerial capacity at the city level are also imperative. Similarly, systems of vertical and horizontal financial equalization to protect financially weaker local authorities have to be put in place.

V. Conclusions and recommendations

36. At the core of sustainable urban management is a balanced approach to the economic, social and environmental dimensions of urban transformation to ensure that the priorities and needs of present and future generations are protected. Urban governance and urban planning are increasingly being considered as important tools to address urban challenges and achieve well-managed and sustainable cities.

37. But cities also continue to struggle with limited resources, policy coordination problems with higher tiers of government and competing policy objectives. Rapid urbanization is exacerbating these problems as the scope of city activities and their impact is widening beyond their territorial boundaries. This transformation is posing new and more complex challenges to urban sustainability and management.

38. In order to be effective, urban governance models, policies and planning tools should recognize and address the widening scope and impact of urban activities across policy areas and spatial boundaries, and involve an increasing number of urban stakeholders and actors. They also need to be strategic, participatory and

action-oriented, based not solely on an assessment of the physical aspects of the city but also on its social, economic and environmental strengths, weaknesses, opportunities and threats. With this in mind, the following policy initiatives should be considered:

- A whole-of-government approach should be applied to address complex urban challenges more holistically and to be able to identify policy trade-offs and synergies within different activities. This could be done by creating and managing urban systems and mechanisms to balance different priorities through an integrated approach to economic, social and environmental dimensions.
- Inclusive, participatory mechanisms for decision-making should be established to ensure that the needs of all social groups are taken into account in setting urban priorities.
- Inclusive mechanisms should monitor the implementation of urban priorities and related initiatives and hold politicians accountable.
- Strong partnerships should be forged with the private sector and other civil society organizations to harness the strengths, capacities and commitment of these stakeholders. Their role in the implementation of urban strategies and the effective delivery of public services should be clearly defined.
- Effective coordination between national and local interventions should be pursued to ensure coherence in broad policy objectives and efficiency in resource use.
- A clear division of responsibilities between local authorities and between local and national authorities should be pursued to promote strong leadership and accountability in the delivery of public services.
- Effective consultative mechanisms should be established to engage the broad range of urban stakeholders and actors involved in service delivery to ensure that economic, social and environmental dimensions are fully integrated.
- Innovative procedures and approaches, including through new technologies, should be pursued to address capacity gaps and promote more effective decision-making and delivery of services.